

GOVERNMENT OF THE DISTRICT OF COLUMBIA

Office of the Chief Financial Officer

Office of Tax and Revenue



Keith J. Richardson
Deputy Chief Financial Officer

April 23, 2025

FTA Harley T. Duncan Award Nomination

Leadership of Activities That Involve Other Agencies or Other States

Nominee: Director Radee Skipworth, Collection and Enforcement Administration, Office of Tax and Revenue

It gives me great pleasure to recommend Mr. Radee Skipworth, Director for Collections and Enforcement, at the D.C. Office of Tax and Revenue. Director Skipworth came to OTR in September 2020, in the middle of the Covid 19 Pandemic ready to lead his administration even in a remote environment. Director Skipworth has demonstrated exemplary leadership in the field of tax administration through his strategic, collaborative, and results-driven approach to interagency and interstate engagement. As Deputy Secretary for Compliance and Collections (C&C) for the Pennsylvania Department of Revenue, 2018-2020, and now Director of the Collection and Enforcement Administration in Washington, D.C., for 4 ½ years, Director Skipworth has established a legacy of building partnerships, enhancing taxpayer compliance strategies, and aligning Pennsylvania and D.C. with national best practices.

Throughout his career, Director Skipworth has embraced a leadership philosophy grounded in consensus building, courage in decision making, and enabling others to lead through service. This philosophy is evident in his ability to unify cross-agency stakeholders around shared goals of fairness, efficiency, and voluntary compliance, which are cornerstones of effective tax administration.

Collaboration with Federal and National Partners

Director Skipworth has successfully leveraged partnerships with the Internal Revenue Service (IRS) and other federal entities to enhance Pennsylvania's compliance operations. His leadership of the Personal Income Tax Desk Review programs, including the CP2000 Program, K-1 Matching, EOAD Audit Integration, and Non-Filer outreach, demonstrated how federal and state data sharing can be harnessed to identify noncompliance, reduce audit burdens, and close the tax gap. These programs, many modeled on or shared with other states, represent best-in-class approaches to taxpayer segmentation and targeted enforcement.

Multistate Leadership in Sales and Use Tax Modernization

Recognizing the evolving landscape following the U.S. Supreme Court's Wayfair decision, Director Skipworth played a pivotal role in aligning Pennsylvania's Sales and Use Tax enforcement strategy with national trends. He led the implementation of Act 43 of 2017 and Act 13 of 2019, which established economic nexus and marketplace facilitator collection requirements, bringing Pennsylvania into alignment with national efforts to ensure out-of-state vendors and remote sellers contribute fairly to state revenues.

Through these efforts, Director Skipworth built relationships with multistate stakeholders, coordinated with external legal and policy advisors, and established outreach programs targeting online retailers. He also led the integration of Certified Service Providers (CSPs) into the compliance framework, mirroring national models such as the Streamlined Sales Tax Project, making it easier for remote businesses to comply with Pennsylvania law.

Regional Collaboration and Interagency Innovation

Beyond tax policy, Director Skipworth has initiated and sustained interagency cooperation to support a unified approach to compliance across jurisdictions. In Pennsylvania, he guided departments through the creation of the Transactional Use Tax Program, incorporating data from U.S. Customs, audit referrals, and aircraft and watercraft registrations, and introduced a consumer use tax line on the PA-40 return to promote voluntary compliance. These programs involved coordination with transportation, trade, and enforcement agencies to align data and streamline outreach.

In his current leadership role in Washington, D.C., Director Skipworth continues to build and maintain partnerships with local and regional agencies, enhancing enforcement coordination and program alignment in the nation's capital.

Data-Driven Strategy and Shared Knowledge Across States

Director Skipworth's work has been underpinned by robust analytics and transparency. In D.C., he has spearheaded a working group to create reports via our Mytax system to help with showing staff data and results from our operations. He led the development of key Compliance Strategy Reports, including:

- Tax Gap Analysis
- Delinquent Collections Reports
- Accounts Receivable and Aging Reports
- Resolution Tracking
- Customer Segmentation for High-Value Accounts

These reports not only guided internal priorities but also served as foundational tools in discussions with peer states and national working groups, demonstrating the power of analytics in driving smarter compliance strategies.

Impact on Corporate Tax Enforcement Across State Lines

Pennsylvania's Corporate Net Income (CNI) Tax presents challenges due to its "separate company" filing structure, which can allow for income shifting through intercompany transactions. Director Skipworth led targeted audit and desk review programs for CNI and specialty taxes, collaborating with auditors from other states to trace multistate corporate behavior and identify tax avoidance patterns, highlighting his commitment to protecting the integrity of tax systems through joint action.

Mentorship, Capacity Building, and National Influence

A hallmark of Director Skipworth's leadership is his investment in people. He fosters learning environments that encourage cross-training, interagency knowledge sharing, and leadership development. His team members have participated in national tax forums, training programs, and intergovernmental workgroups, often with his encouragement and support.

His willingness to share successful models, learn from others, and partner across borders has earned him the respect of his peers nationwide. He is frequently sought after for guidance and presentations on effective compliance strategies and operational leadership.

Director Radee Skipworth's leadership is collaborative, strategic, and grounded in a deep understanding of how partnerships, whether between agencies, states, or sectors, can drive smarter, fairer, and more effective tax administration. His ability to integrate policy, analytics, and people-centered management exemplifies the spirit of the Harley T. Duncan Award!

Career Highlights and Accomplishments

Nominee: Director Radee Skipworth, Collection and Enforcement Administration, Office of Tax and Revenue

Director Radee Skipworth exemplifies the highest standards of visionary leadership, innovation, and service to the public in the field of tax administration. As the Director of the Collection and Enforcement Administration (CEA) within the District of Columbia Office of Tax and Revenue (OTR), he has transformed operations through bold reforms, cross-agency collaboration, and a deep-rooted commitment to voluntary compliance and customer service. His record reflects alignment with the Federation of Tax Administrators (FTA) values of collaboration, innovation, and public service, positioning him as a top candidate for the Harley T. Duncan Award.

Throughout his tenure, Director Skipworth has driven a culture of measurable performance improvement through OTR's SMARTER goals, while ensuring that compliance strategies are education-first and data-informed. His accomplishments span policy innovation, operational modernization, and enhanced customer experience, each rooted in strong data analysis, transparency, and interagency cooperation.

Clean Hands Initiative A signature achievement under Director Skipworth's leadership is the modernization and elevation of the Clean Hands program. He established a dedicated Clean Hands Unit, streamlining operations to meet growing demand—requests rose from 27,884 in FY 2020 to over 70,000 in FY 2022. He led the integration of real-time denial reasons into MyTax.DC.gov, allowing customers to see immediately why they were denied, dramatically increasing transparency and accountability.



His strategic use of automation and the development of internal FAQs, reference materials, and 24/7 webinars significantly improved taxpayer access and staff training. Director Skipworth also spearheaded formal policy updates, including the removal of outdated filing requirements and the expansion of program coverage to include Corporate and Personal Property Taxes. These enhancements helped position Clean Hands as a nationally recognized model of efficiency and accessibility. Because of the creation of the Clean Hands Unit, implementation of real-time denial reasons, and enhancements to MyTax and internal procedures, CEA has seen a measurable improvement in taxpayer compliance and a reduction in case volume. From Fiscal Year 2022 to Fiscal Year 2024, Clean Hands requests decreased by approximately 9.75%, dropping from 73,071 to 65,950. During the same period, the program achieved a 26.67% increase in compliance, with the compliance

rate rising from 60% to 76%. These results reflect Director Skipworth's data-driven leadership, operational foresight, and deep commitment to transparency, taxpayer education, and voluntary compliance.

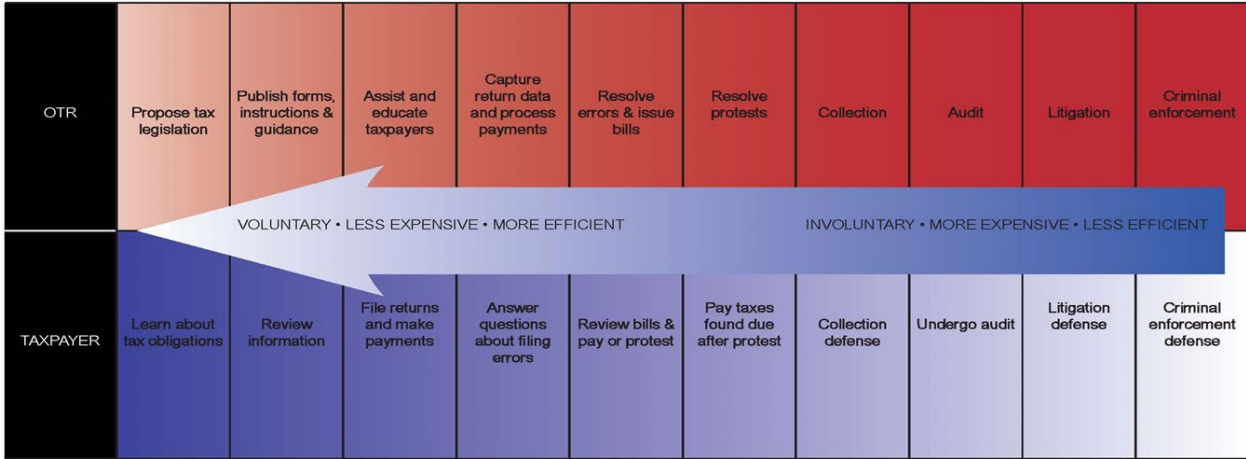
Outreach and Education Director Skipworth is a staunch advocate for outreach-driven compliance. He expanded CEA's public education efforts through regular webinars and collaborative events by with agencies such as Department of Consumer and Regulatory Affairs (DCRA), Alcoholic Beverage Regulation Administration (ABRA), Department of Small and Local Business Development (DSLBD), Department of Energy and Environment (DOEE), and Department of Employment Services (DOES). These efforts helped align enforcement with education and made tax administration more accessible to residents and businesses across the District.



Street Vendor Amnesty Program Collaboration In collaboration with the Department of Licensing and Consumer Protection (DLCP), Director Skipworth played a pivotal role in designing and implementing the Street Vendor Amnesty Program. He led multiple strategic planning sessions with DLCP leadership, provided policy recommendations that simplified eligibility, and engaged directly with vendors to ensure clarity and fairness. His engagement strengthened cross-agency partnerships and integrated the Compliance Continuum into program design, reinforcing voluntary compliance as the foundation for long-term success. This collaboration reflects his extraordinary capacity for multi-jurisdictional leadership and policy alignment.

Compliance Continuum Leadership Director Skipworth has institutionalized the use of the Tax Compliance Continuum throughout CEA, integrating it into training, strategic planning, and customer engagement. By clearly illustrating the cost-efficiency of voluntary compliance over involuntary enforcement, he has shifted the agency's philosophy toward proactive assistance and education. This

framework continues to shape agency strategy, positioning CEA as a thought leader in tax administration.



Non-Filer Program Transformation When Director Skipworth assumed oversight of the Non-Filer Unit in December 2020, he initiated a comprehensive overhaul. He redefined closure procedures, modernized correspondence, and led technical enhancements to the MyTax portal that eliminated registration barriers for documentation submission. He closed longstanding system gaps, created new tracking reports, implemented taxpayer-friendly notices with the Office of General Counsel, and launched extensive staff training initiatives. Under his leadership, the program expanded its use of IRS data, DMV records, and voter registration data to enhance residency verification. He developed a full Non-Filer Program Manual and created a dedicated public-facing webpage with FAQs and instructional tools, offering transparency and guidance to both taxpayers and staff.

Call Center and Walk-In Center (WIC) Enhancements Director Skipworth led a customer service overhaul within CEA’s Call Center and Walk-In Center. He established a “one-visit resolution” model, improved productivity reporting, implemented a structured coaching program, and created resource guides and interview scripts to standardize taxpayer interactions. These enhancements resulted in a measurable increase in taxpayer satisfaction and staff efficiency.

Data Analytics Leadership Recognizing the critical role of data in shaping effective tax policy and operations, Director Skipworth advocated for and secured the appointment of a dedicated Data Analyst for the administration. This investment enhanced CEA’s ability to track performance, inform decision-making, and align enforcement strategies with taxpayer behavior, an example of his commitment to innovation and data-driven leadership.

Crisis Leadership During COVID-19 During the economic challenges of the COVID-19 pandemic, Director Skipworth led the redesign of the District’s Installment Agreement policy. He expanded eligibility by doubling the liability threshold to \$100,000 and extending the repayment period to four years. These reforms, combined with MyTax self-service options, provided critical financial relief and highlighted his responsive, compassionate leadership during a time of crisis.

Recognition and Awards Director Skipworth has been recognized for his leadership through several internal honors, including the CEA GEM Award (2022), Inspirational Woman Award (2023), and Sick Leave Incentive Award (2022). These awards reflect the high esteem in which he is held by his peers and underscore his impact on both staff development and agency culture.

Conclusion Director Radee Skipworth is a transformative leader whose career reflects the core principles of the Harley T. Duncan Award, visionary leadership, collaboration, innovation, and service to the public. His commitment to voluntary compliance, data-driven decision-making, and cross-agency engagement make him not only a standout leader within D.C. government but a model for tax administrators nationwide.

Sincerely Yours,

Keith J. Richardson

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